

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army in Europe Command Policy Letter 19, Equal Employment Opportunity

1. This letter supersedes Army in Europe Command Policy Letter 19, 4 May 2003.

2. References:

a. Code of Federal Regulations, Title 29, part 1614, Federal Sector Equal Employment Opportunity, section 101(a).

b. AR 690-12, Equal Employment Opportunity and Affirmative Action.

c. Equal Employment Opportunity Commission Management Directive 715 (<http://www.eeoc.gov/federal/eeomd715.html>).

3. Army readiness begins with people. How we treat our employees directly affects their performance. Successful mission accomplishment can be achieved only in an environment of mutual respect, dignity, and fair treatment. Leaders must ensure that employment decisions are based solely on merit-based factors to foster this environment. Decisions based on unlawful discriminatory factors destroy teamwork and impede mission accomplishment.

4. I endorse and promote Equal Employment Opportunity (EEO) principles and I expect leaders who manage and supervise U.S. civilian employees to integrate these principles into daily management and employee relations. I also expect employees to be active participants in creating harmonious and respectful work environments.

5. Affirmative employment is another major tenet of our EEO program. It involves finding ways to build a diverse workforce that represents our Nation's civilian labor force. Leaders should be aware of, and routinely take steps to identify, examine, and remove barriers to equal participation at all levels of the workforce. Barriers include policy, principles, and practices that limit or tend to limit employment opportunities for members of a particular sex, race, ethnicity, or individuals with a disability status. We must work together to create a barrier-free work environment where qualified applicants and employees have the freedom to compete and participate to the fullest extent possible at all levels.

6. When complaints arise, we must work to resolve them fairly and promptly, starting at the lowest possible level. Employees should give management an opportunity to resolve their issues by using the chain of command before filing a complaint. Employees may, however, take their complaints directly to their servicing EEO office instead of taking them to their chain of

command. Everyone will respect the right of employees to pursue their complaints without fear of reprisal. The servicing EEO office is responsible for administrative processing of complaints of employment discrimination. Managers and supervisors will cooperate and consult with EEO officials as issues and complaints arise. Managers are expected to participate in any mediation process that is scheduled to attempt resolution of complaints at the lowest level.

7. According to [reference 2a](#), U.S. civilian employees, former employees, and applicants for employment who believe they have been discriminated against based on their age (40 years and older), color, gender, mental or physical disability, national origin, race, or religion (or any combination of these), or have suffered reprisal based on their participation in protected EEO activity must initiate an EEO pre-complaint with their servicing EEO office in a timely manner. Civilian employees at contingency-operation locations such as Bosnia-Herzegovina must contact the EEO Office, HQ USAREUR/7A, to file pre-complaints. Employees with pre-complaints may also choose an alternative method to resolve the dispute, if appropriate, instead of traditional counseling.

8. Untimely filing may result in the complaint being dismissed. Pre-complaints must be initiated within 45 calendar days after one of the following:

- a. The date that the alleged discriminatory act occurred.
- b. The effective date of the personnel action that is the subject of the complaint.
- c. The time that the complainant became aware or reasonably should have become aware of the alleged discriminatory action.

9. Leaders at all levels have busy agendas, and EEO principles are part of those agendas. Strict adherence to these principles will ensure successful accomplishment of our primary mission, which is to support the warfighter. Management officials will ensure that selection and employment practices are appropriate, fair, and based on merit. Unlawful discriminatory factors or practices will not enter the decision-making process for job selections, work assignments, awards, training, or discipline. Workforce participation in annual EEO training is mandatory.

/s/

DAVID D. McKIERNAN
General, USA
Commanding